

tangential in many ways. These subjects include professionalism in the military and the use of irrational aspects of technology such as aesthetic designs, which can become so elaborate as to interfere with the actual function of a weapon system.

The result is a remarkably thorough book that examines innovations and trends from a number of different perspectives. The author masterfully compares events across history to show patterns and examine theories such as whether a certain technology favors the offense or defense. Readers should keep in mind that *Technology and War: From 2000 B.C. to the Present*, like many of van Creveld's other books, requires a certain level of military history knowledge. He does not describe battles or events in detail, but rather refers to them, depending on the reader to understand them, their context and significance. The result is concentrated writing, rich from his ability to compare battles and commanders from the Americas to Asia an authoritative work on a complex topic.

CONTRACTING COMMUNITY HIGHLIGHTS



Welcome to a new segment from the Deputy Assistant Secretary of the Army for Policy and Procurement (DASA(P&P)). I am pleased to introduce this informative section that will highlight the Army's new contracting policies and initiatives as well as showcase some of the Army's accomplishments within the contracting community. Each issue will offer a feature article, a section recognizing our contracting professionals and information regarding career development opportunities.

This issue's feature article, "Contractors Accompanying the Force — The Clause," is about a topic that has gained a lot of attention in recent months. As contractors increasingly deploy with our soldiers, our contracts must include the necessary language to cover logistical, operational and contractual issues. An Army Federal Acquisition Regulation Supplement (AFARS) clause was

written to provide top-level instructions for deploying contractors and to increase consistency in Army contracts on this issue. The AFARS clause was scheduled for publication in the *Federal Register* as an interim rule in late August.

Contracting Professionals. It was my pleasure to attend the *2003 Acquisition Senior Leaders' Conference* in Seattle, WA, which was attended by more than 300 acquisition professionals. A conference highlight was Assistant Secretary of the Army for Acquisition, Logistics and Technology Claude M. Bolton Jr. presenting the Secretary of the Army Awards for Excellence to contracting professionals. Congratulations to the following award recipients:

MAJ Willard G. Zbaeren - U.S. Army Japan (U.S. Army Pacific Command), 9th Theater Support Command, Okinawa, Japan
 Yvonne S. Land - U.S. Army Materiel Command, Anniston Army Depot, Anniston, AL
 MAJ Scott F. Bruner - Directorate of Contracting, Fort Campbell, KY
 Phyllis Y. Poyhonen - U.S. Army Space and Missile Defense Command (SMDC), Huntsville, AL
 Dr. James J. Rich - U.S. Army Corps of Engineers (COE), Baltimore District, MD
 Lynn M. Selfridge - SMDC, Huntsville, AL
 MAJ Stephen J. Conaway - U.S. Army Forces Command (FORSCOM), Fort Drum, NY
 Pamela Runyon - U.S. Army Contracting Command Europe, Grafenwoehr, Germany
 Brigade Combat Contracting Team - U.S. Army Tank-automotive and Armaments Command (TACOM), Warren, MI
 Residential Communities Initiative and Project Development Team - COE, Washington, DC
 Team Award for Installation Contracting Center - Fort Hood Contracting Command, Fort Hood, TX
 Team Award for Installation Contracting Satellite - Fort Campbell, KY
 COL Charles J. Guta - FORSCOM, Fort McPherson, GA
 Kathleen T. Walk - U.S. Army Communications-Electronics Command (CECOM), Fort Monmouth, NJ
 Barbara G. Maxwell - Army Contracting Agency, Fort Dix, NJ, and 63rd Regional Support Command, Directorate of Contracting, Los Alamitos, CA

Developmental Assignments. DASA(P&P) is fortunate to have personnel from CECOM, TACOM, the Army Aviation and Missile Command and the Defense Contract Management Agency (DCMA) in developmental assignments. These professionals bring a great deal of insight and hands-on experience as well and they add “field” perspective to HQDA. Our developmental assignment personnel are fully engaged in Army priorities from contractors accompanying the force to contracting in Iraq and chemical demilitarization (chem demil). Sharon Wisniewski, who did an excellent job of writing and championing the AFARS language, wrote our feature article. Linda Fowlkes and Mike Dudley are actively engaged in our chem demil efforts. Ken Tedeschi continues to be instrumental in our contracting support to the Coalition Provisional Authority in Iraq. I have asked my staff and the Acquisition Support Center to ensure that we provide meaningful opportunities, challenging work and career-broadening experiences to the acquisition workforce. For information on developmental assignments, go to <http://asc.rdaisa.army.mil/docs/programs/cp/FY04CPDAnnoucement.PDF>.

We are pleased to have this regular column in *Army AL&T* magazine. If you have procurement, awards and recognition or developmental assignment articles that you would like published in this column, contact Emily Clarke at emily.clarke@saalt.army.mil or Linda Fowlkes at linda.fowlkes@saalt.army.mil.

Quotable quote: “Each act is an act of self-definition.”
-Anonymous

Welcome to COL Kim C. Leach

The Office of the Secretary of the Army for Acquisition, Logistics and Technology staff welcomes back COL Kim C. Leach, who left us to command DCMA Long Island, NY, and now returns as the Deputy to DASA(P&P) Tina Ballard. Leach comes with a wealth of contracting and managerial experience, and we’re very pleased to have him back!

Contractors Accompanying the Force — “The Clause”

Frustration is something contractors, logisticians, program managers (PMs), contracting offices, field units and headquarters staff share when dealing with issues related to sending contractors to an area where hostile actions are taking place. A recent General Accounting Office report, news articles and a Brookings Institution book provided further evidence of problems when contractors deploy with soldiers. There was confusion about many aspects of sending contractors to Iraq: How do combat commanders know who the contractors are, what they’re doing and what are the unit’s responsibilities for protecting them? Does the field unit provide food and shelter to contractor personnel? What about transportation, equipment and medical support?

How do we get the answers to these and many other questions into the contract now? The common response to that question is, “Create a clause,” but that is neither fast nor easy. The pursuit of a clause and another tool being finalized will help you answer many of these questions in your requirements documents, planning and contracts.

The Army Procurement and Industrial Base Policy Office took the lead in responding to persistent requests from the field and contractors for an Army or DOD “contractors on the battlefield” clause. A 14-page draft clause from what was then the Army Materiel Command’s (AMC’s) Operational Support Command provided a great start. While the field wanted a clause with a lot of detail, the draft contained operational data that Army and DOD Headquarters believed belonged in the statement of work (SOW). The clause also needed to address all Army elements such as the National Guard Bureau, Corps of Engineers and Army Intelligence and Security Command.

It took 3 months working with all Army contracting organizations and logistics, systems and legal representatives to pare down the clause to 3 pages of higher-level policy. The trick was nailing down that policy, starting with the name. Everyone knew this subject as “contractors on the battlefield,” but we weren’t sending contractors to the actual battlefield. The intent was to have them accompany the force, not be soldiers themselves.

The clause and other documents such as Army Regulation 715-9 are therefore known as *Contractors Accompanying the Force (CAF)*.

Most of the clause's "meat" is logistics and personnel policy and much was evolving from draft regulations, general officer messages and daily lessons learned. The clause was being written while we were at war, fielding systems and deploying contractors. Key players were addressing daily deployment problems that focused on getting contractors and soldiers to Iraq. After vetting the clause with Army members and a few contractors, we finally agreed on content and proceeded through channels to DOD.

Getting the language nailed down was only half the battle. We believed that, even though President George W. Bush declared the war in Iraq over, we still urgently needed the clause because we continued to write contracts that required contractors to accompany the force in a potentially hot zone. We began to process the clause for publication in the *Federal Register* as an "interim rule with request for comments" so it could be used while we collected and addressed public comments.

There were new challenges almost daily. It was a complicated path to determine which kind of *Federal Register* notice or rule we needed to use and who had the authority to process it. We experienced system problems, an annual report that caused a moratorium, research of a dozen laws to ensure compliance and proper reporting to Congress and an Office of Management and Budget review "wait" period. Another 3 months ticked by.

Like most compromises, we ended up with an Army clause that met everyone's basic concerns, but it didn't contain all the issues that everyone wanted. However, in true American fashion, we found another solution: What we took out of the clause, we used as the basis for a guidebook. A smaller working group with representatives from the U.S. Army Combined Arms Support Command, AMC, the Army Contracting Agency and the Army Procurement and Industrial Base Policy Office created a guidebook that offers information to help contracting officers, PMs and other requirements writers decide which road to take on 20 issues. It also offers template contract language that can be copied into the SOW, either tailored or "as is."

The Army Procurement and Industrial Base Policy Office is working to help solve ongoing operational, logistical and contractual system support problems. It takes time, diligence, manpower, expertise and a great deal of cooperation from many offices to get a contract clause in place, even when everyone agrees it's urgent. But here's help now. The Army *CAF Guidebook*, which also contains the text of the Army Federal Acquisition Regulation Supplement (AFARS) clause, is online at http://dasapp.saalt.army.mil/Ind_base_policy/SAALPP_index.htm. It is still in draft format as of this writing while we address comments, but it should be finalized by early September 2003. You may use it now in draft format because it's a guide. Once it is published in the *Federal Register*, you can use the AFARS clause. The Defense Procurement and Acquisition Policy Office is also working on a Defense Federal Acquisition Regulation Supplement clause, and there is a draft CAF DOD Directive in the works that you can look forward to in the future.

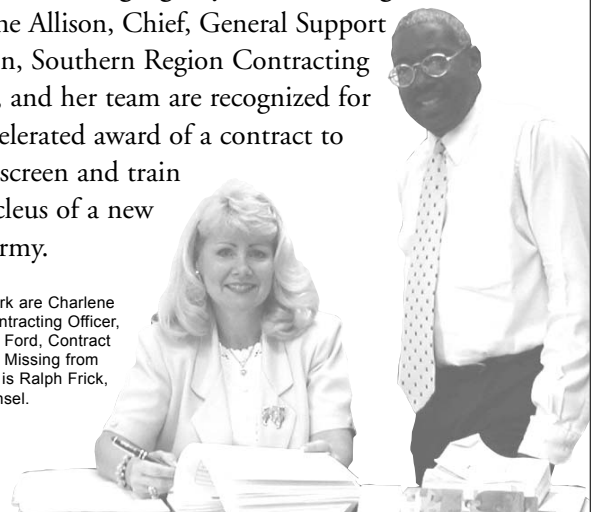
This article was written by Sharon Wisniewski, a Procurement Analyst on a developmental assignment in the Army Procurement and Industrial Base Policy Office, Arlington, VA. Her home base is the U.S. Army Tank-automotive and Armaments Command, Warren, MI. She holds an M.A. from Central Michigan University and is a long-time member of the National Contract Management Association.

Contracting Successes

Army Contracting Agency Southern Region.

Charlene Allison, Chief, General Support Division, Southern Region Contracting Center, and her team are recognized for the accelerated award of a contract to enroll, screen and train the nucleus of a new Iraqi Army.

Hard at work are Charlene Allison, Contracting Officer, and Heven Ford, Contract Specialist. Missing from the picture is Ralph Frick, Legal Counsel.



This competitive best-value award, estimated at \$48 million, was made in fewer than 30 days without protest using a letter request for proposal and letter contract. The accelerated schedule was due to an urgent and compelling need to begin recruitment of potential trainees in Iraq on or about July 1, 2003.

Joint Munitions Command and PM, ACWA. AMC's Joint Munitions Command, in partnership with the Program Manager, Assembled Chemical Weapons Alternatives (PM, ACWA), is recognized for awarding a competitive best-value contract valued at more than \$1 billion for the chemical demilitarization (chem demil) project at the Blue Grass Army Depot, Richmond, KY. The competitive best-value effort encompassed full technical, management, past performance, cost and small business utilization evaluations that were completed in about 60 days. Contracting Officer Emil Maslanka and his team are overcoming many challenges as the chem demil project design phase is initiated.

The Force XXI Battle Command Brigade and Below (FBCB2). FBCB2 is recognized for meeting its overall program goals to digitize the battlefield and continue to fulfill urgent mission requirements. Using the Alpha contracting process, Contracting Officer Alex Matejka and Contract Specialist Michael Doelling awarded an unpriced instrument for \$13.6 million in just a few days. It was for urgent requirements to support *Operation Enduring Freedom* - Command, Control, Communication and Computers. These efforts will increase situational awareness and significantly aid tracking U.S. Military Forces in-theater. As a result of the Alpha contracting team's efforts and use of creative contract incentives, the Army will realize reduction in costly proposal preparation time and overall cycle time.

Looking for Career Broadening Opportunities? Then Look No More!

The Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) is offering developmental assignments for all DA employees who are GS-12 and Level III certified in the Contracting and

Acquisition Career Program (CP-14). Assignments are for 6 months to 1 year. The formal developmental program is run through the Contracting Career Program Office, which funds travel and temporary duty costs.

Currently, the ASAALT has three developmental employees who will be happy to share their experience with you. Please contact Linda Fowlkes at linda.fowlkes@saalt.army.mil.

For Contracting Career Program Office information, contact Sally Garcia at (703) 704-0112, or for Competitive Professional Development Program details, go to <http://asc.rdaisa.army.mil/docs/programs/cp/FY04CPDAnnouncement.PDF>.

In Memoriam

The Army Acquisition Support Center (ASC) staff is saddened by the sudden death of our colleague and friend, Gregory Zyto. In his position as Acquisition Data Management Specialist, Greg was a valuable member of the acquisition community. He had more than 18 years of dedicated service with the U.S. Army Soldier Support Command, the U.S. Total Army Personnel Command and the Army Acquisition Executive Support Agency (now ASC). He joined civil service after serving in the Army as an Avionics Equipment Maintenance Supervisor and Administrative Supervisor. He retired from the Army as a Master Sergeant in 1984. Mr. Zyto consistently earned high praise for his distinguished achievements within the government and ASC. He was a great American whose expertise, professionalism and commitment to duty provided each and every one of us a great example. He will be sorely missed here in the ASC family.

